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California is important

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Leader and Lab of Nation and  
world

Your challenges are enormous



# Lessons from WTC NY (from Rosner and Markowitz paper)

- Sept 11 was a watershed event for American health governance and the systems whereby we protect the population's health: a shakeup for the public health system.

# The Isolated Spheres:

- emergency response,
- environmental health,
- medical care,
- social welfare,
- mental health,
- public health,
- security,
- safety, and
- neighborhood development and urban planning.



# Each Isolated Sphere Is Scarcely Aware of the Others.

- Much more collaboration, though inadequate in smaller systems.
- Virtual isolation at upper management level

# Spheres Fail in Crises

- Intelligence Gathering
- Data Sharing
- Rapid response
- Rapid and Forceful Decision
- Communication



# Security and Police Agencies: Special Example

- With Police Agencies: crime scene constraints.
- National security Agencies: Secrecy.
- Usually demand control.... but are usually happy to turn over public interface.
- Threats that are deliberate and may be compound (such as chem, rad and bio) or contain responder endangerment.

# Coping with Unceasing Public attention

- Engaging and managing elected officials who frequently lack technical depth and fail to realize its importance, but who need to be at the fore.
- Making decisions very quickly. Communicating those decisions in a rapid, correct, and effective way neither over-reassuring nor panicking the population.



# What worked on Sept 11?

- Experienced and Trained Staff
- Command System (Pier 92) Rapid construction and functioning
- Emergency personnel (NYC well connected to national emergency responders)
- Community support
- People worked extraordinarily hard

# What could have worked better

- Other than Emergency Responders, individual spheres were largely unaware of fellow agency missions and mandates.
- Lack of Pre-existing personal connections
  - Staff did not know each other beforehand
- Culture of agencies
  - Flexibility in Crises Varied enormously
  - Public health is new to security settings
  - Data sharing (Lack of Central Repository)
  - “Focus” as strength and liability



# We Must do Better

- Expertise: practice, training, recruiting, Skills,
- Personal Networks
- Communication Systems (PHIN)
- Prepared Content
- Functional Data Systems
- Culture
  - Organizational
  - Population
  - Flexibility
  - Our ability to focus as both a strength and a liability

# Organizational Culture Issues

- Not trivial
- Each is Valuable and Developed to adapt to Its own "Environment"
- Examples:
  - EPA
  - FBI
  - Public Health
  - Education
  - Planning





# The Ideal Public Health System, Good public health systems Especially in a Crisis

- Balance of initiative and independence, and an ability to work on the team.
- Good Public Health Systems
- Work with other professionals

# Best PH docs are good clinical docs

- What Generals and Football Coaches know.
- Get Great People:  
UC Strategy
- Respect
- Infrastructure.
- Big World, Need Networks



# Why a strong Environmental Public Health Capacity is needed

- Medfly
- Cancer Clusters:
  - Fallon
  - Marin Breast Cancer
- Biomonitoring
- Pesticides

# Success Stories

- Children's Environmental Health
  - Lead Strategy – Multi agency
  - Children's Cancer tracking
  - Longitudinal Cohort
  - Injury and Land Use
- Anthrax personnel swaps and dialogs
  - Assignments and IPAs.
- Birth Defect Prevention Act



Not so Success Stories

# Not So Success Stories

- EPA Health Recruiting and Retention
- CDC presence in Environmental Issues  
e.g. Pest control

# How it is All Connected

Lessons from CDC

- Importance of data and science--Esp lab and epidemiology.
- Importance of message  
Linkages with States,
- Other Linkages: AAMC, other medical organizations



International is important

# Close

## International Is Important

- Important to pay enough  
Cadre of public health advisors  
Stronger and supportive administrative  
structures.